



High-Level Overview

Joint Select Committee on Information Technology,
North Carolina General Assembly

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North Carolina
Department of
Health & Human Services



Presenters:

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9 NC DHHS Program Areas impacted by NC FAST

Economic Benefits

- Child Care
- Food and Nutrition Services
- Medicaid
- Work First
- Energy Assistance
 - Low Income Energy Assistance Program (LIEAP)
 - Crisis Intervention Program (CIP)
- Special Assistance
- Refugee Assistance

Services

- Child Welfare
- Adult and Family Services



NC FAST Team Stakeholders

DIRM

Attorney
General

State CIO

Legislature

Enterprise Project
Management Office



NC FAST.....Keeping Families First



Sponsor:
NC DHHS Assistant Secretary for
Finance and Business Operations

Executive
Advisory
Committee

Federal
Partners

DAAS

DCD

DMA

DSS

County DSS
(100)



- The NC FAST Program is designed to improve the way NC DHHS and the 100 county departments of social services provide benefits and services to the people of North Carolina.
- NC FAST introduces new technological tools and business processes that will enable staff to reduce time spent on repetitive and cumbersome paperwork, and allow State and county staff to better focus their efforts on the complex issues presented by North Carolina families in need.



- In an effort to expedite interim functionality to North Carolina's 100 county departments of social services staff and to ensure program success by staged implementation of functional modules, the NC FAST Program identified three main components:
 - Online Verification (OLV), in production
 - Service Delivery Interface (SDI), in production
 - Case Management, in process



- **Online Verification (OLV)**

- OLV, which is now used by all 100 counties, was placed in production in October 2004, and automates verification of new applicant information and any required re-verification of client information retrieved from several federal and state benefit and reporting systems, including:
 - NC Division of Motor Vehicles
 - U.S. Social Security Administration
 - NC Department of Correction
 - Employment Security Commission
- Introducing this single interface for verification has significantly reduced the time that state and county staff spend:
 - Entering and re-entering data
 - Filing forms
 - Creating reports



- **Service Delivery Interface (SDI)**
 - SDI provides a single interface between a county-developed and county-maintained case management system and a legacy benefit delivery system maintained by NC DHHS.
 - The SDI interface has been available since August 2006.
 - SDI implementation is optional, and contingent on a county expressing interest in implementing SDI.
 - When the NC FAST Case Management system is deployed, SDI will be incorporated in the Case Management Integration and Synchronization (CMIS) tool.



- **Case Management Integration and Synchronization (CMIS)**
 - CMIS is a data interchange tool that will connect the NC FAST Case Management system to various existing state and federal systems as well as to county-specific case management systems.
 - CMIS will be designed and integrated into the NC FAST Case Management system during the first Integration project and enhanced as the remaining projects complete their life cycles.



- **Case Management**

- NC DHHS supervises the North Carolina human service programs administered by the 100 county departments of social services.
- The divisions, sections and offices of NC DHHS reflect state and federally initiated program areas.
- In the early 1980s, North Carolina implemented mainframe systems. Functionality was added to accommodate related programs and program rule changes.
- 19 legacy systems have been identified that are within scope of NC FAST, and which collect, maintain and process information about applicants and recipients.
- These legacy systems are disparate and not well suited to support the growing demands of economic benefits, child welfare, adult care and aging services, health insurance reform, and related changes in accountability to share and integrate information.



- **Case Management (continued)**

- Redundant entry, which includes entering the same client data in multiple systems, is currently necessary because these systems do not adequately share data, resulting in duplicated work, increased risk of errors and increased time for gathering and entering information.
- NC DHHS requires a highly integrated case management system across all services and benefits programs to pull together today's islands of information into a single-solution system and provide functionality that does not exist today.
- The NC FAST Case Management solution represents the steps toward achieving the objectives that will result in improved operations for NC DHHS social services.



- **Case Management (continued)**

- The Case Management Procurement approach was split into two Requests For Proposal (RFPs).
 - RFP for the Case Management Software Solution
 - RFP for an Integrator to implement the Case Management Software Solution
- The Case Management Software Solution contract was awarded December 23, 2008 to Cúram Software, Inc. NC DHHS successfully installed the Cúram software in a development environment at ITS in July 2009.
- Case Management Projects:
 - Prior Planning (Complete)
 - Legacy Analysis (Complete)
 - Case Management (Complete)
 - Case Management Software Selection (Complete)
 - Case Management Software Installation (Complete)
 - Case Management Integrator Selection (In Process)
- Case Management Software Solution Integration consists of 6 Integration Projects.



6 Case Management Integration Projects

1. **Global Case Management and Food and Nutrition Services (FNS) Project**

Program Areas:

Food and Nutrition Services (FNS), Work First, Medicaid, Refugee Assistance, Special Assistance, Child Services, Aging and Adult Services, Low Income Energy Assistance Program, Child Care, and Crisis Intervention Program

Functionality:

Global Reception – logging of clients and workflow routing for interview.
Screening, intake and assessment for FNS.
Eligibility determination and benefit delivery for FNS.

Legacy Systems Targeted for Retirement:

Food Stamp Information System (FSIS)



6 Case Management Integration Projects

2. **Screening and Intake for Work First (TANF), Medicaid, Special Assistance and Refugee Assistance Project — Eligibility Information System (EIS) Part 1**

Program Areas:

Work First, Medicaid, Refugee Assistance, and Special Assistance

Functionality:

Screening, intake and assessment for Work First, Medicaid, Refugee Assistance, and Special Assistance.

Basic calculations for Work First, Medicaid, Refugee Assistance, and Special Assistance.

Legacy Systems Targeted for Retirement:

Replacement of user interfaces within EIS for the Application for Work First Family Assistance, Medical Assistance, Refugee Assistance, and Special Assistance, and the Eligibility Data Entry Screen



6 Case Management Integration Projects

3. Child Services Project

Program Areas:

Child Welfare Services, Child Protective Services, Adoption Services, Child Placement Services for Children and Foster Care Services

Functionality:

Intake and screening for Child Protective Services, intake for general services.

Facilities and service providers' licensure support.

Child Protective Services assessment (investigative and family).

Structured Decision Making Tools.

Service planning and provision of services to families and individuals in-home.

Child and Family Team documentation.

Court activities.

Service planning and provision of services to families and individuals out of home.

Placement and payment for residential care (including out of state placements and receiving requests).

Adoption filing and finalization

Legacy Systems Targeted for Retirement:

Child Placement and Payment System, Central Registry, Central Registry Fatalities, Multiple Response System, Adoption Index Management System, Foster Care Facility Licensing System, and Interstate Compact for the Placement of Children.



6 Case Management Integration Projects

4. **Low Income Energy Assistance Program, Child Care, and Crisis Intervention Program Project**

Program Areas:

Low Income Energy Assistance Program (LIEAP), Crisis Intervention Program (CIP), and Child Care

Functionality:

Screening, intake and assessment for LIEAP, CIP, and Child Care.
Eligibility determination and benefit delivery for LIEAP, CIP, and Child Care.

Legacy Systems Targeted for Retirement:

Subsidized Child Care Reimbursement System, LIEAP, and CIP.



6 Case Management Integration Projects

5. Aging and Adult Services Project

Program Areas:

Adult Protective Services (APS), Adult Care Home Case Management, Foster Care Services, Guardianship Services, State-County Special Assistance for Adults, State-County Special Assistance (SA) for Adult In-Home Program

Functionality:

Screening, intake and assessment for APS and general services.

Facilities and service providers' licensure support.

Service planning and provision of services.

Resident Assessment Instrument and general assessments.

Guardianship services.

Placement and payment for residential care.

Adult care home case management.

Court activities.

Legacy Systems Targeted for Retirement:

APS, Services Information System, Day-sheets, Disinterested Public Agent Guardians, SA In-Home



6 Case Management Integration Projects

6. Work First (TANF), Medicaid, Special Assistance and Refugee Assistance Eligibility Project — Eligibility Information System (EIS) Part 2

Program Areas:

Work First (TANF), Medicaid, Refugee Assistance, and Special Assistance

Functionality:

Eligibility determination and benefit delivery for Work First, Medicaid, Refugee Assistance, and Special Assistance.

Supplemental Security Income Medicaid processing, including State Data Exchange exception processing.

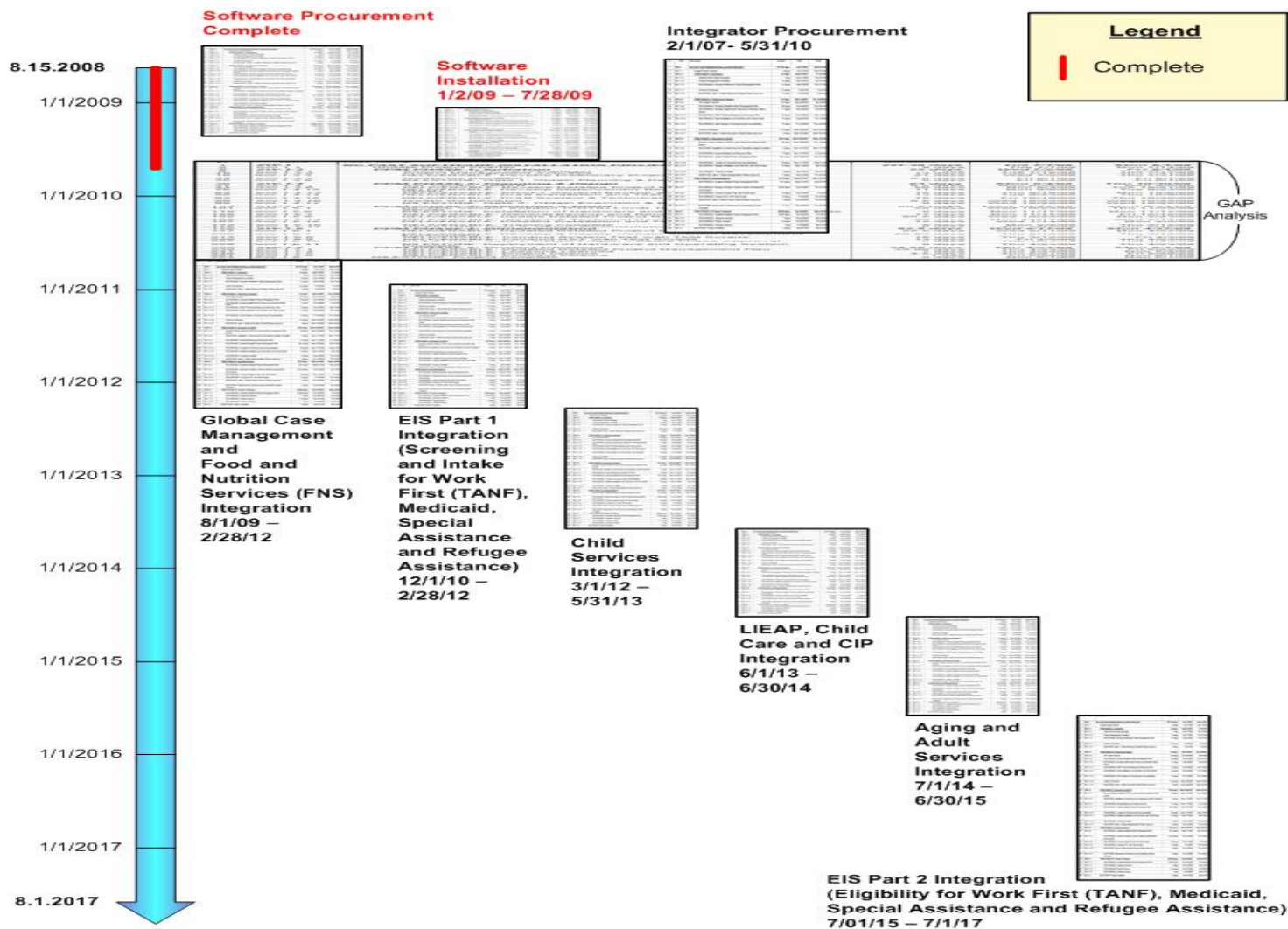
Quarterly reporting for Work First and Transitional Medicaid.

Legacy Systems Targeted for Retirement:

Employment Program Information System, EIS, and Temporary Assistance for Needy Families-Data Collection System.



High-Level Case Management Timelines



NC DHHS intends to implement the projects in parallel to provide benefits and services sooner.

This timeline shows implementing Projects 3-6 in a waterfall fashion, meaning that one project begins as soon as the previous finishes, with no overlap of effort.

Upon contract award, NC FAST will work with the Integration Vendor to prepare a comprehensive plan for project implementation.



Overall High-Level Estimated Cost by Expenditure Account

NC FAST Actual and Estimated Cost		
Actual Expenditures SFY 2004 through December 2009	Estimated Cost January 1, 2009 through June 30, 2017	Total Estimated Cost Per APDu Approval
\$ 32,748,592	\$ 146,995,503	\$ 179,744,095
NC FAST Actual and Estimated Receipts		
Actual Receipts SFY 2004 through December 2009	Estimated Receipts January 1, 2009 through June 30, 2017	Total Estimated Receipts
\$ 12,043,804	\$ 33,981,311	\$ 46,025,115
State Appropriations		
Appropriations SFY 2004 through December 2009	Appropriations January 1, 2009 through June 30, 2017	Total Estimated State Appropriations
\$ 20,704,788	\$ 113,014,192	\$ 133,718,980



Program Benefits

- The NC FAST Business Team, composed of the Business Manager, Business Team Leads, Financial Analyst, Project Managers, and other interested parties, analyzed the expected benefits from implementation of the identified Automated Interview initiative functionality, based on the current understanding of systems deployed in other states.
- The major data sources used include queries of the State data repository, reports prepared by the Division of Social Services Performance Management, annual program surveys, and salary information from the Office of State Personnel.
- The benefit assumptions are preliminary and may change when a case management solution and integration vendor are selected.



Program Benefits

- The NC FAST Business Team evaluated the benefits expected to be realized with the implementation of an integrated case management solution to deliver the Case Management functionality. Qualitative benefits such as increased caseworker satisfaction may be realized by reducing the time spent on administrative tasks, allowing more time for the caseworker to interact and serve the clients' needs.
- Clients will receive benefits in a more timely manner, due to reduced application and processing time. Technical qualitative benefits include the ability to implement policy changes efficiently and uniformly, and the availability of comprehensive case information to effectively assess and meet clients' needs.



Program Benefits

Quantifiable benefits include:

- Redirected Worker Effort
 - Reduction in county department of social services caseworkers' administrative tasks, allowing caseworkers' efforts to be redirected to meet clients' programmatic needs (e.g., enhanced parenting, improved job skills, psychosocial adjustment, etc.).
- Avoided Costs
 - Reduction in clients' lost wages for time spent in county department of social services offices.
 - Reduction in overpayments as a result of human error in basic manual calculations as a portion of eligibility determination process.
 - Reduction in postage costs resulting from consolidation of verification mailings.



Program Benefits

A summarization of the benefits and assumptions for NC FAST Case Management are.

NC FAST Case Management Benefits and Assumptions

Benefit	Assumptions
Redirected Worker Effort	▪ A caseworker is a County Department of Social Services employee who assesses and manages cases for economic benefits and has an average hourly rate of \$17.15.
	▪ Caseworkers manage (determine eligibility, data verifications, assessment of employability, coordinate medical services, monitor benefits) a caseload of client cases annually, with the number of cases increasing or decreasing annually with divisional programmatic projection strategies.
	▪ An average of 2.5 hours of administrative effort per case of information entry and processing time may be redirected to programmatic intervention.
Avoided Cost	▪ The average hourly rate for a client is assumed to be \$6.15 (State minimum wage).
	▪ Client time is saved, and no lost wages, by reducing the time the client spends in the county DSS office. An expected 5.192 hours/ /case is expected to be saved annually.
	▪ Analysis of the annual Food Stamp Quality Control Sample for 2005 indicated an error rate reduction of 0.048% with the implementation of Automated Interview functionality. This error rate reduction was applied across Food Stamps and Energy Assistance benefits.
	▪ Analysis of a Medicaid Stratified Quality Control Sample for the period of October 2004 to March 2006 indicated an error rate reduction of 0.8% with the implementation of Automated Interview functionality. This error rate reduction was applied across Medicaid, Work First, and Refugee Assistance benefits.
	▪ Reduced printing costs due to eliminating the paper-based process, reducing or eliminating the printing of certain Division of Medical Assistance and Division of Social Services forms.



Program Benefits

A summary of the benefits by NC FAST Case Management implementation and their associated monetary values are:

Description	SFY 2005 – SFY 2017 Total
ONLINE VERIFICATION BENEFITS	\$ 287,673,317
REDIRECTED WORKER EFFORT	
Release 1	\$ 287,673,317
SERVICE DELIVERY INTERFACE BENEFITS	\$ 21,379,238
REDIRECTED WORKER EFFORT	
Release 2 - New Hanover County	\$ 2,099,979
Release 3 - Burke County	\$ 1,100,895
Release 3 - Cumberland	\$ 5,606,437
Release 3 - Catawba	\$ 2,645,272
Release 3 - Mecklenburg	\$ 9,926,655
CASE MANAGEMENT BENEFITS FOR ECONOMIC BENEFITS PROGRAMS	\$ 639,348,477
CLIENT AVOIDED COSTS	
Reduced Interview Time	\$ 42,380,209
Client Expenses for Trips to DSS Office (Lost Wages)	\$ 63,045,157
REDIRECTED WORKER EFFORT	
Reduced Interview Time	\$ 296,584,129
Reduced Time to Complete Deductible Worksheet	\$ 704,385
Reduced Processing Time (Applications, Reviews, Changes)	\$ 100,239,975
AVOIDED COSTS	
Reduced Overpayment Errors: Food & Nutrition Services (FNS) & Global Case Management	\$ 81,978,359
*Reduced Overpayment Errors: Medicaid, Work First, Special Assistance, and Refugee Assistance	\$ - *
Reduced Overpayment Errors: Child Care and Crisis Intervention Program (CIP) & LIEAP	\$ 47,380,492
Reduced Postage Costs	\$ 5,967,821
Reduced Printing Costs	\$ 1,067,950
CASE MANAGEMENT BENEFITS FOR SERVICES	\$ 113,295,446
REDIRECTED WORKER EFFORT	
Reduced Duplicate Entry of Client Data	\$ 45,390,446
Reduced Risk to Vulnerable Populations (Saved Lives)	\$ 67,905,000
TOTAL BENEFITS	\$ 1,061,696,478

*NOTE: Benefits will be realized after Project 6 is implemented in SFY 2017-18.



Accomplishments in Fiscal Year 2008-09:

- Awarded Case Management Software Solution contract to Cúram Software, Inc., December 2008.
- Completed Software Installation Project, to install the Cúram base product.

Accomplishments in Fiscal Year 2009-10:

- Posted Case Management Software Solution Integrator RFP, November 2009.
- Held pre-bid Vendor Conference, attended by 45 individuals representing 28 different vendors. Responded to 230 vendor questions in RFP addendums.
- Continuing preliminary work on Integration Project 1 for business gap analysis.
- Preparing to post RFP to procure a vendor for Independent Verification and Validation (IV&V) services.
- Received Federal approval for Advance Planning Document update (APDu).



Questions / Answers